Joint Capability Area Baseline Reassessment - Decomposition

14 August 2007

J-7, JETCD
3.695.9124 / 9137
tp://www.dtic.mil/futurejointwarfare/cap_areas.htm

Overview

- Guidance & Direction
- Why Rebaseline JCAs
- Approach
- Progress to Date
- Schedule

Guidance on Intent

SecDef

"…integral part of the evolving ***Capabilities-Based Planning*** process…the beginnings of a ***common language*** to discuss and describe capabilities ***across*** many related ***Department activities and processes***."

SecDef Memo, 6 May 2005

VCJCS

"JCAs are ***being used today across DOD processes*** and activities as a result of the initial SecDef direction. To varying degrees, they are enabling capability discussions among disparate entities and providing a common framework for capability management. To ***increase their utility***, the Department needs a plan for their ***deliberate implementation DOD-wide*** and a baseline reassessment to ***further their refinement***."

VCJCS Memo, 26 February 2007

DSD

"The JCAs are fundamental to establishing a common language to support the many DoD capability-based planning Processes. To broaden JCA use as ***a framework for capability management throughout the Department***, the following tasks are assigned:"

- IR&G co-leads will establish a plan to use JCAs across DoD
- ***CJCS will conduct a base line reassessment of the JCAs***

DSD Memo, 27 March 2007

DSD JCA Direction

1. IR&G co-leads will establish a plan to use JCAs across DoD
2. CJCS will conduct a JCA baseline reassessment

DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

MAR 2 7 2007

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMAN OF THE JOINT CHIEFS OF STAFF
UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Joint Capability Areas (JCAs)

The JCAs are fundamental to establishing a common language to support many DoD capabilities-based planning processes. To broaden JCA use as a fran for capability management throughout the Department, the following tasks are a

- The Institutional Reform & Governance Execution Roadmap co-le develop an enterprise-level plan that outlines how best to use JCA the spectrum of defense decision-making in a capability-based Environment. They will provide an update to the Deputy's Advis Working Group within 6 months.
- The Chairman of the Joint Chiefs of Staff will conduct a base line reassessment of the JCAs and provide an update to the Deputy's Advisory Working Group within 6 months.

Your assistance in providing the necessary manpower and analytical support to ensure key objectives are achieved is appreciated.

The Institutional Reform & Governance Execution Roadmap co-leads will develop an enterprise-level plan that outlines how best to use JCAs across the spectrum of defense decision-making in a capability-based Environment. They will provide an update to the Deputy's Advisory Working Group within 6 months.

The Chairman of the Joint Chiefs of Staff will conduct a base line reassessment of the JCAs and provide an update to the Deputy's Advisory Working Group within 6 months.

3. Develop a capability framework
4. Build on JCA baseline reassessment

ACP 3—Decision Framework

Establish a Portfolio Framework and Integrated Management Information Strategy

Statement of Expectation: The Department needs an overarching framework to create a common sense of value; allow strategy to outcomes linkage; and enable integrated management information and transparency across missions, functions, organizations and processes.

- ❑ Develop a capability portfolio framework, building on the Joint Capability Area re-baseline effort, which enables the translation of current and future operational goals into capabilities and links them to core Department management processes, functions and organizations.
  - Action Lead: IR&G and Joint Staff

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UNDER SECRETARIES OF DEFENSE
COMMANDERS OF THE COMBATANT COMMANDS
ASSISTANT SECRETARIES OF DEFENSE
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE
DIRECTOR, OPERATIONAL TEST AND EVALUATION
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE
ASSISTANTS TO THE SECRETARY OF DEFENSE
DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION
DIRECTOR, NET ASSESSMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES

SUBJECT: Institutional Reform and Governance Actions to Critical Path (ACP)

Improving governance within the Department of Defense is essential. The Department needs to move toward a general management framework that provides clear and executable strategic direction for the current, mid and far term.

The Deputy's Advisory Working Group (DAWG) recently approved a series of six steps to move the Department toward governance success. These steps, referred to as ACP, are designed to meet desired objectives, while leveraging existing Department-wide efforts. Each ACP (attached) has a statement of expectation, specific actions to be undertaken, an established timetable, and a designated action lead (with supporting organizations). The Institutional Reform and Governance Co-leads, Ken Krieg and Lieutenant General Skip Sharp, shall continue to monitor these actions and report progress and issues to the DAWG.

Attachment:
As stated

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What Problem Does JCAs Address?

- **DOD processes currently talk in five different languages…**
  - Policy talks in terms of strategic priorities
  - Programming talks in terms of appropriations and PEs
  - Planning talks in terms of force packages
  - Acquisition talks in terms of cost, schedule and performance parameters
  - Requirements talks in terms of capabilities and gaps
- **You cannot have an enterprise-wide capabilities-based strategy-to-task discussion without a common language**
- **JCAs have provided a rudimentary language which**

DoD's Capabilities-Based Planning

JCA Use

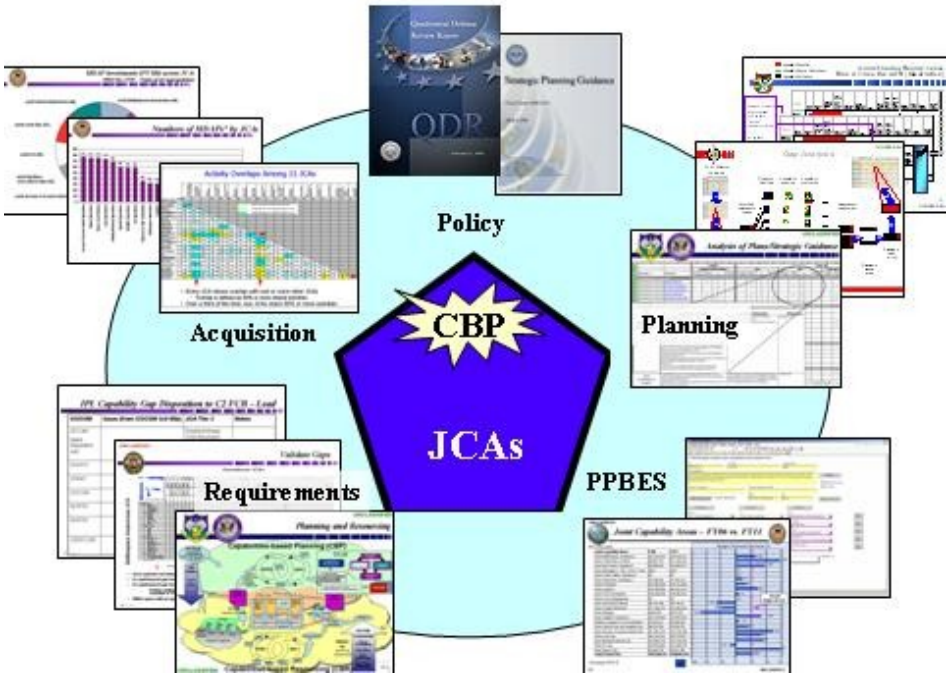
- **Policy:**
  QDR used capability framework, but not JCAs; possible language for aligning strategy to outcomes

- **Planning:**
  Underpins operational planning; enables current and future planners to discuss forces in preferred capability package terms; linking plans to resources (LPTR)

- **Programming:**
  Defense Data Warehouse maps JCAs to PEs; provides investment insight

- **Requirements:**
  Facilitates portfolio management; facilitates IPL gap prioritization; enables risk assessment and investment discussions (tradeoff analysis)

- **Acquisition:**
  Too much overlap (MMT); facilitates development & prioritization of IPLs & capability roadmaps



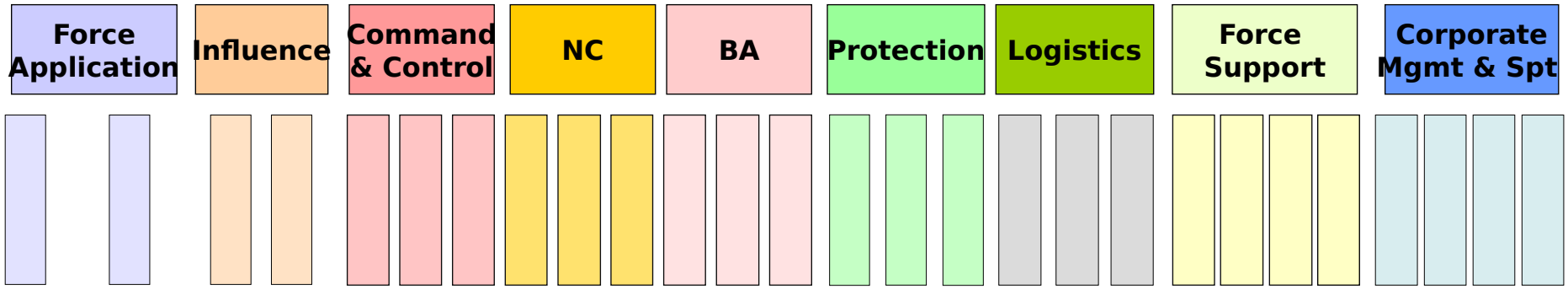
Current JCA Problems

- **Multiple capability categories (functional, operational, domains, institutional) led to:**
  - **Significant overlaps across the JCAs**
  - **Complex framework with potentially unlimited growth**
- **Lack of process discipline during development resulted in uneven/insufficient decomposition**
- **Consciously excluded DoD corporate support capabilities by focusing on CJTF commander requirements**

Approach Methodology

- **Categorize the JCA Framework Functionally**
  - **Minimizes overlap**
  - **Simplifies framework; reduces top level to a manageable number**
  - **Supports Joint Defense Capabilities Study original intent**
  - **Aligns closely with FCB structure**
  - **Aligns closely with JP 3-0 enduring functions**
  - **More enduring; less apt to change due to new technologies or emerging threats**
- **Use standardized rules for uniform decomposition**
- **Expand JCA Framework to include all DOD capabilities**

JROC Decision on JCAs



Criteria

- Functionally decompos
- 100% of DOD capabiliti
- Uniform decomposition
- Maximize mutual exclusivity

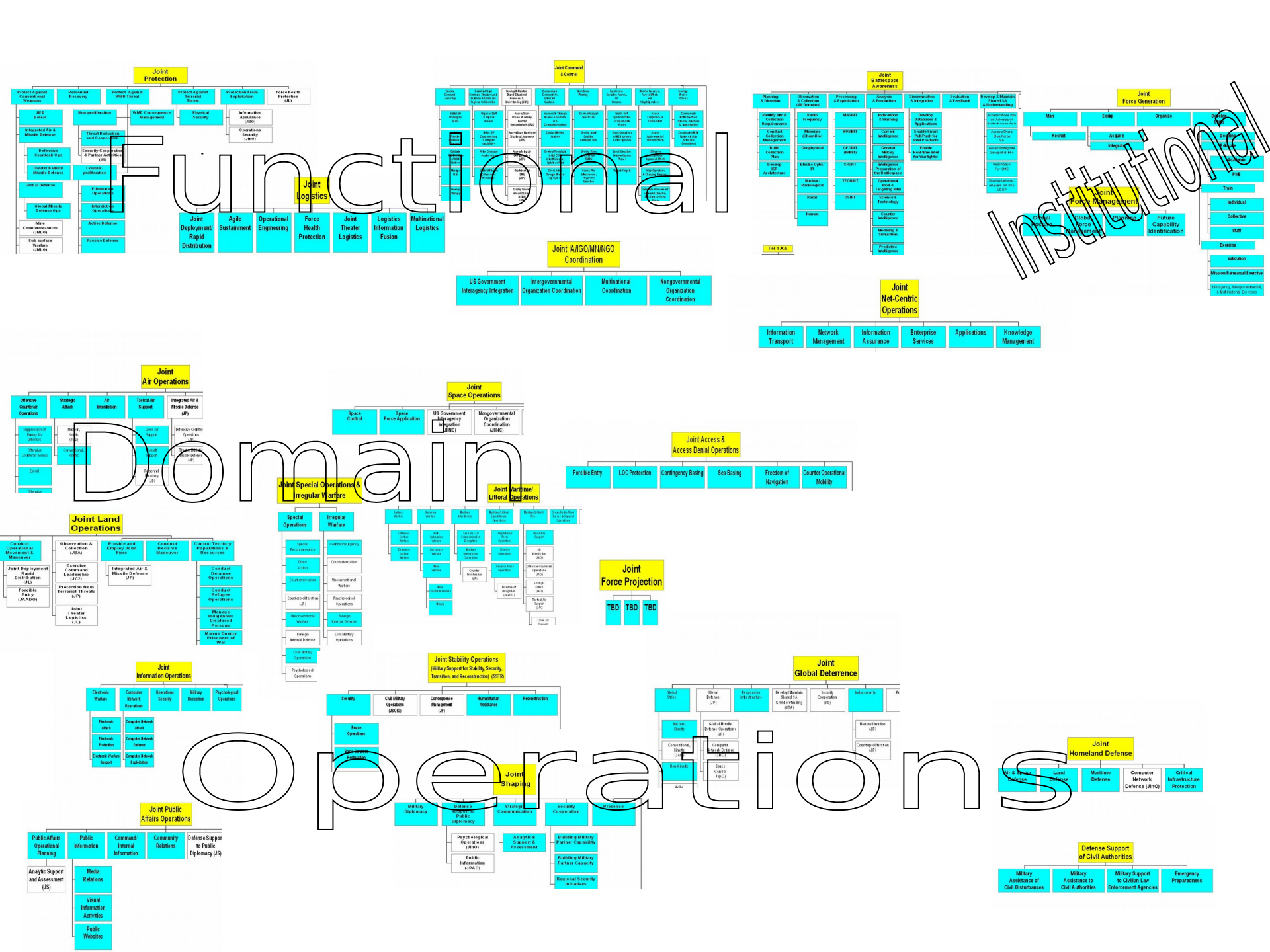
Joint Staff J-7 To conduct JCA Decomposition Down to appropriate level

IRG ACP task 3.1.2: Use Top-Level JCAs for Capability Portfolios, establish business rules for binning resources

WG Action: Endorse Top-Level JCAs as Integrated Capability Portfol

Top Level JCAs & Definitions

Force Application	**Definition:** The ability to integrate the use of maneuver and engagement to create the effects necessary to achieve mission objectives.
Influence	**Definition:** The ability to shape the decisions, actions, and/or perceptions of key leaders & relevant populations by delivering thematic messages & conducting activities to advance the interests of the USG and its key partners, while strengthening key relationships.
Command & Control	**Definition:** The ability to exercise authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.
Net-centric	**Definition:** The ability to exploit all human and technical elements of the joint force and its mission partners by fully integrating collected information, awareness, knowledge, experience, and decision making, enabled by secure access and distribution.
Battlespace Awareness	**Definition:** The ability to understand dispositions and intentions as well as the characteristics and conditions of the operational environment that bear on national and military decision making.
Protection	**Definition:** The ability to prevent/mitigate adverse effects of attacks and natural disasters on personnel (combatant/non-combatant) and physical assets of the United States, allies & friends.
Logistics	**Definition:** The ability to project & sustain the operational readiness of the joint force through deliberate sharing of National and multi-national resources to support operations, extend operational reach and provide the joint force commander freedom of action necessary to meet mission objectives.
Force Support	**Definition:** The ability to establish, develop, maintain and manage a mission ready total force, and provide, operate, and maintain capable installation assets across the total force to ensure needed capabilities are available to enable the National Defense Strategy.
Corporate Mgmt & Support	**Definition:** The ability to govern and administer the Department's activities which establish strategic direction and provide common support to force employers, managers and developers.

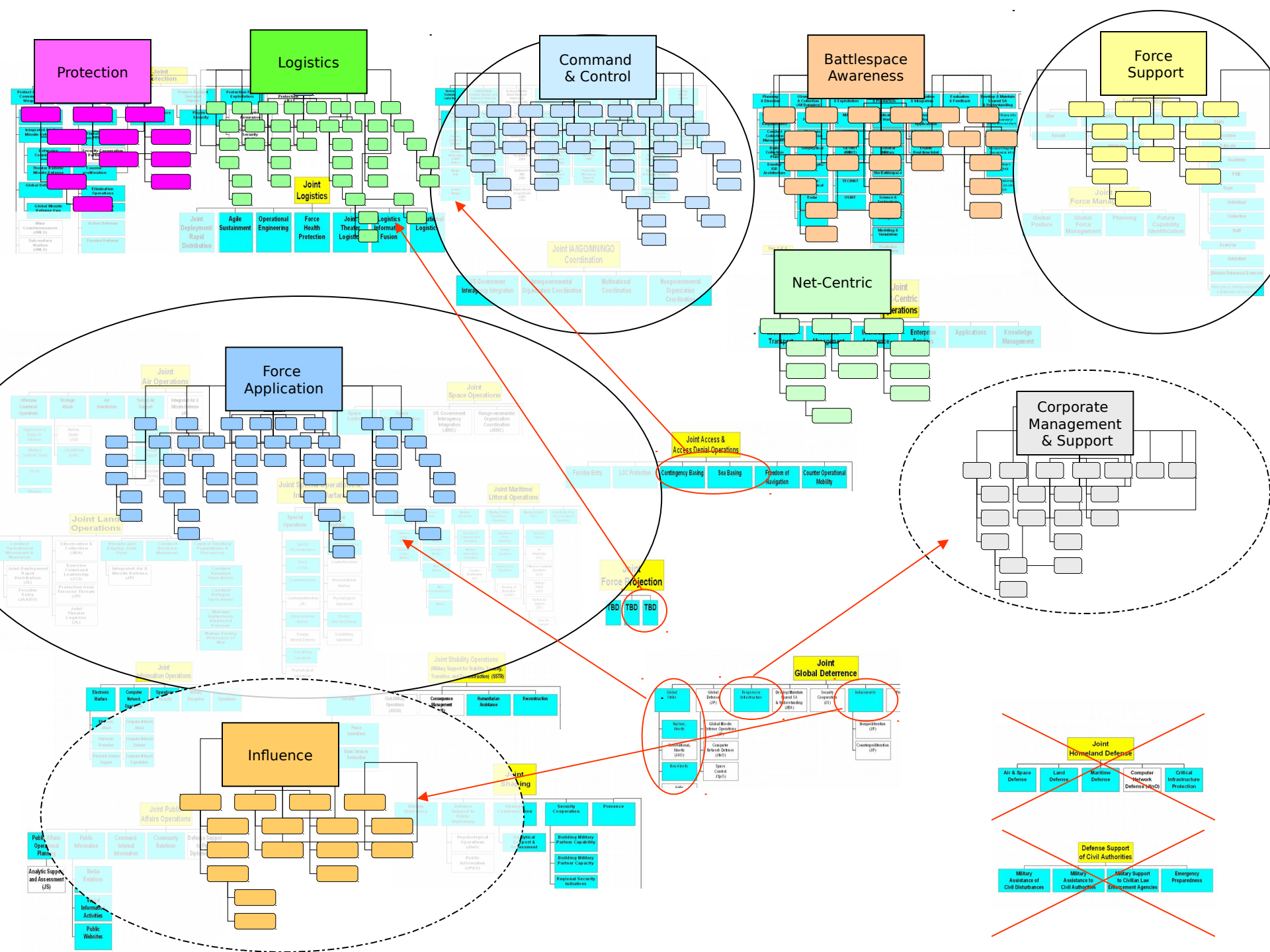


Functional

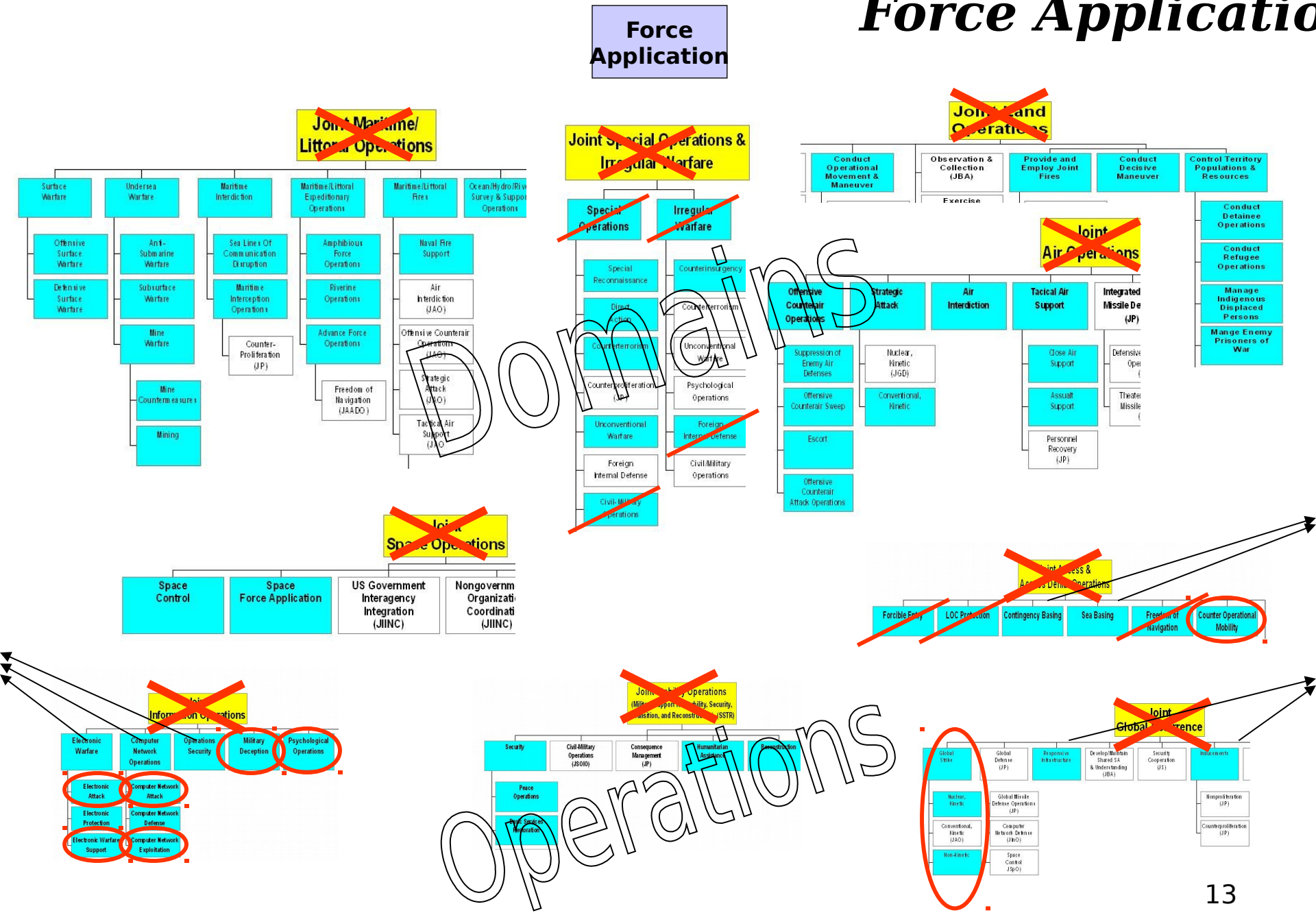
Institutional

Domain

Operations


Protection
Logistics
Joint Logistics
Agile Sustainment
Operational Engineering
Force Health Protection
Command & Control
Joint IA/IGO/MN/NGO Coordination
Battlespace Awareness
Force Support
Net-Centric
Force Application
Joint Air Operations
Joint Space Operations
Joint Land Operations
Joint Maritime/ Littoral Operations
Joint Access & Access Denial Operations
Contingency Basing
Sea Basing
Freedom of Navigation
Counter Operational Mobility
Joint Force Projection
TBD
TBD
TBD
Corporate Management & Support
Influence
Joint Information Operations
Joint Stability Operations
Joint Public Affairs Operations
Joint Global Deterrence
Joint Homeland Defense
Air & Space Defense
Land Defense
Maritime Defense
Computer Network Defense (CNO)
Critical Infrastructure Protection
Defense Support of Civil Authorities
Military Assistance of Civil Disturbances
Military Assistance to Civil Authorities
Military Support to Civilian Law Enforcement Agencies
Emergency Preparedness

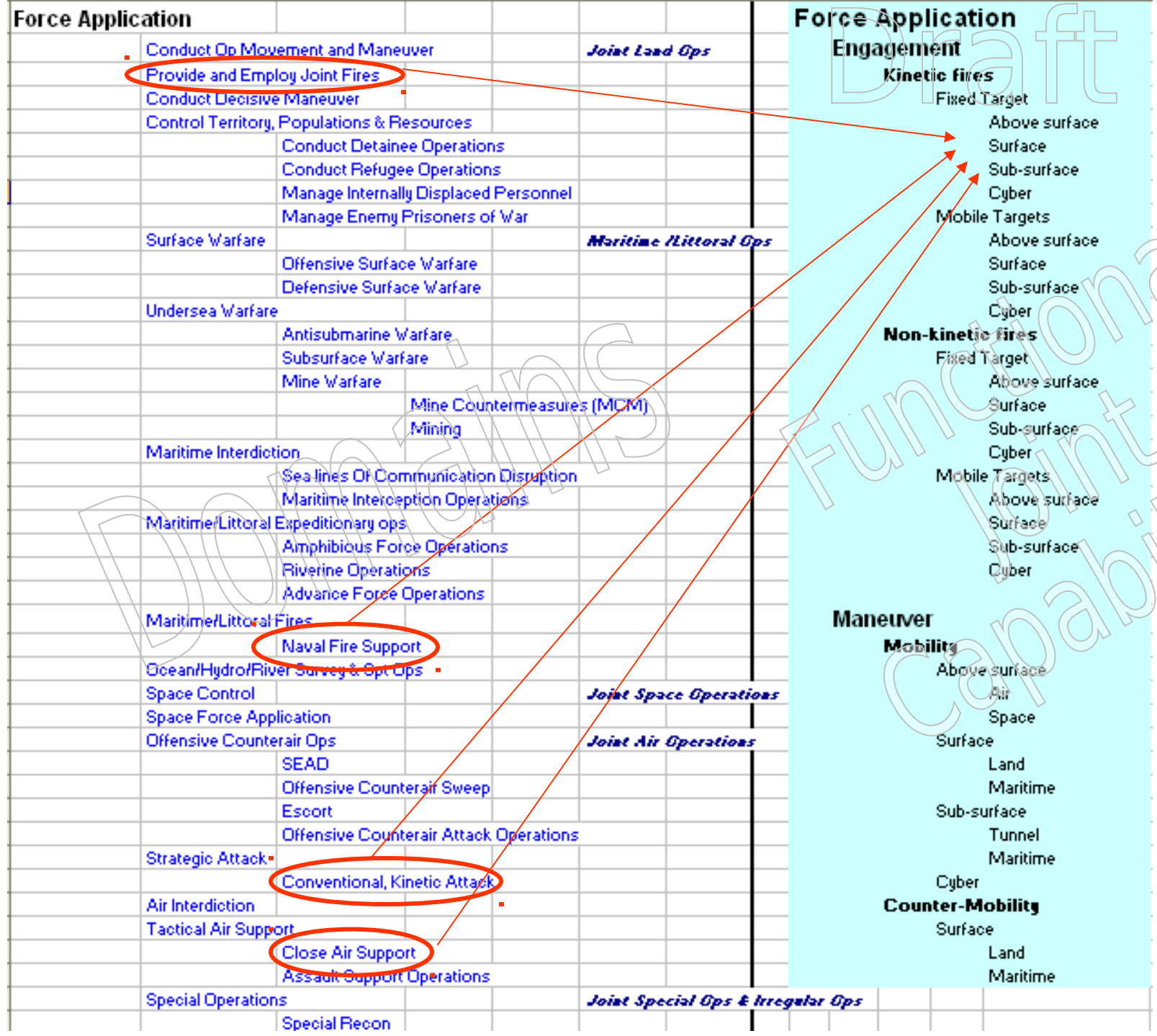
Force Applicatio



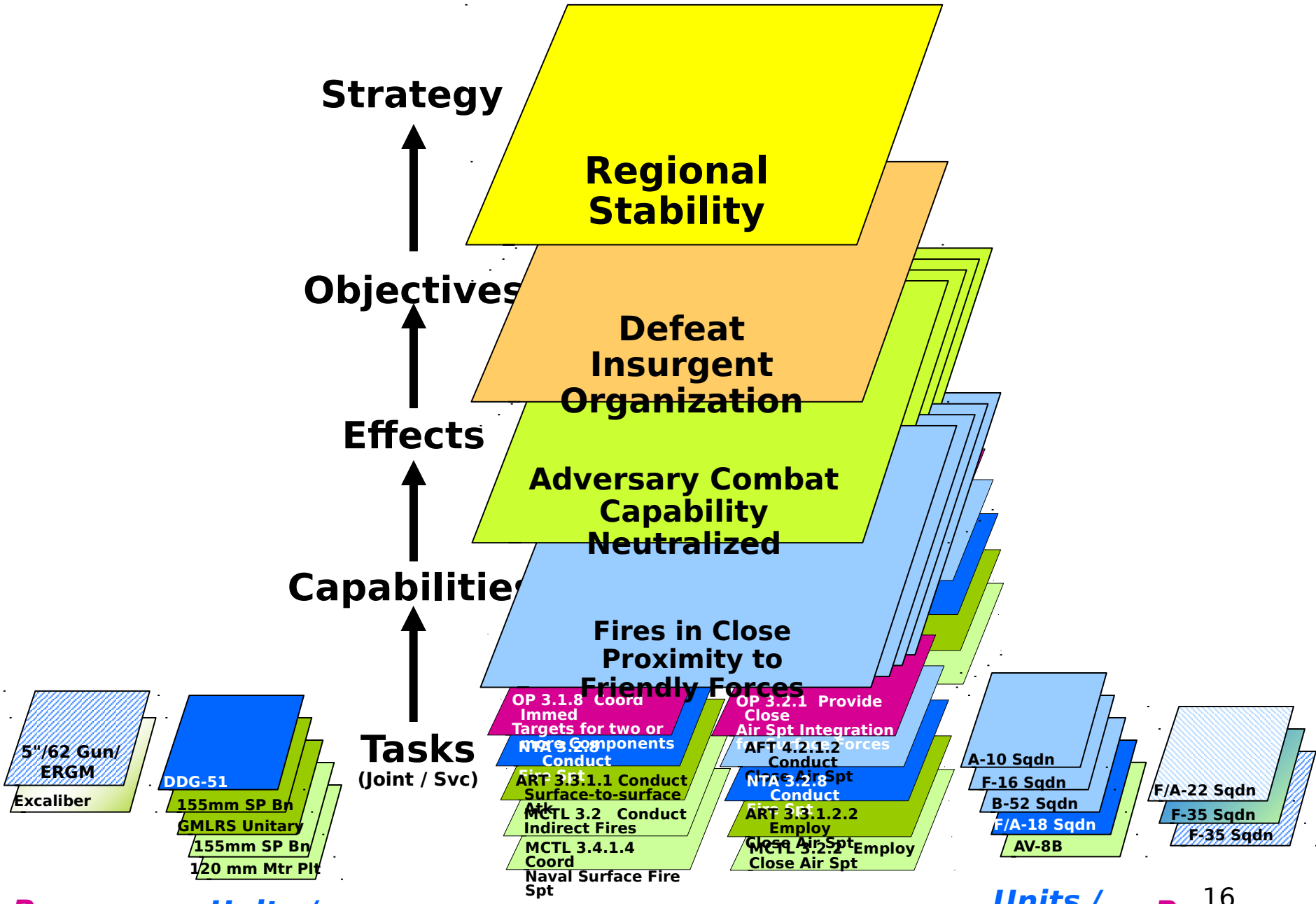
Domains
operations

Force Application						
	Conduct Op Movement and Maneuver				*Joint Land Ops*	
	Provide and Employ Joint Fires					
	Conduct Decisive Maneuver					
	Control Territory, Populations & Resources					
		Conduct Detainee Operations				
		Conduct Refugee Operations				
		Manage Internally Displaced Personnel				
		Manage Enemy Prisoners of War				
	Surface Warfare				*Maritime /Littoral Ops*	
		Offensive Surface Warfare				
		Defensive Surface Warfare				
	Undersea Warfare					
		Antisubmarine Warfare				
		Subsurface Warfare				
		Mine Warfare				
			Mine Countermeasures (MCM)			
			Mining			
	Maritime Interdiction					
		Sea lines Of Communication Disruption				
		Maritime Interception Operations				
	Maritime/Littoral Expeditionary ops					
		Amphibious Force Operations				
		Riverine Operations				
		Advance Force Operations				
	Maritime/Littoral Fires					
		Naval Fire Support				
	Ocean/Hydro/River Survey & Spt Ops					
	Space Control				*Joint Space Operations*	
	Space Force Application					
	Offensive Counterair Ops				*Joint Air Operations*	
		SEAD				
		Offensive Counterair Sweep				
		Escort				
		Offensive Counterair Attack Operations				
	Strategic Attack					
		Conventional, Kinetic Attack				
	Air Interdiction					
	Tactical Air Support					
		Close Air Support				
		Assault Support Operations				
	Special Operations				*Joint Special Ops & Irre*	
		Special Recon				

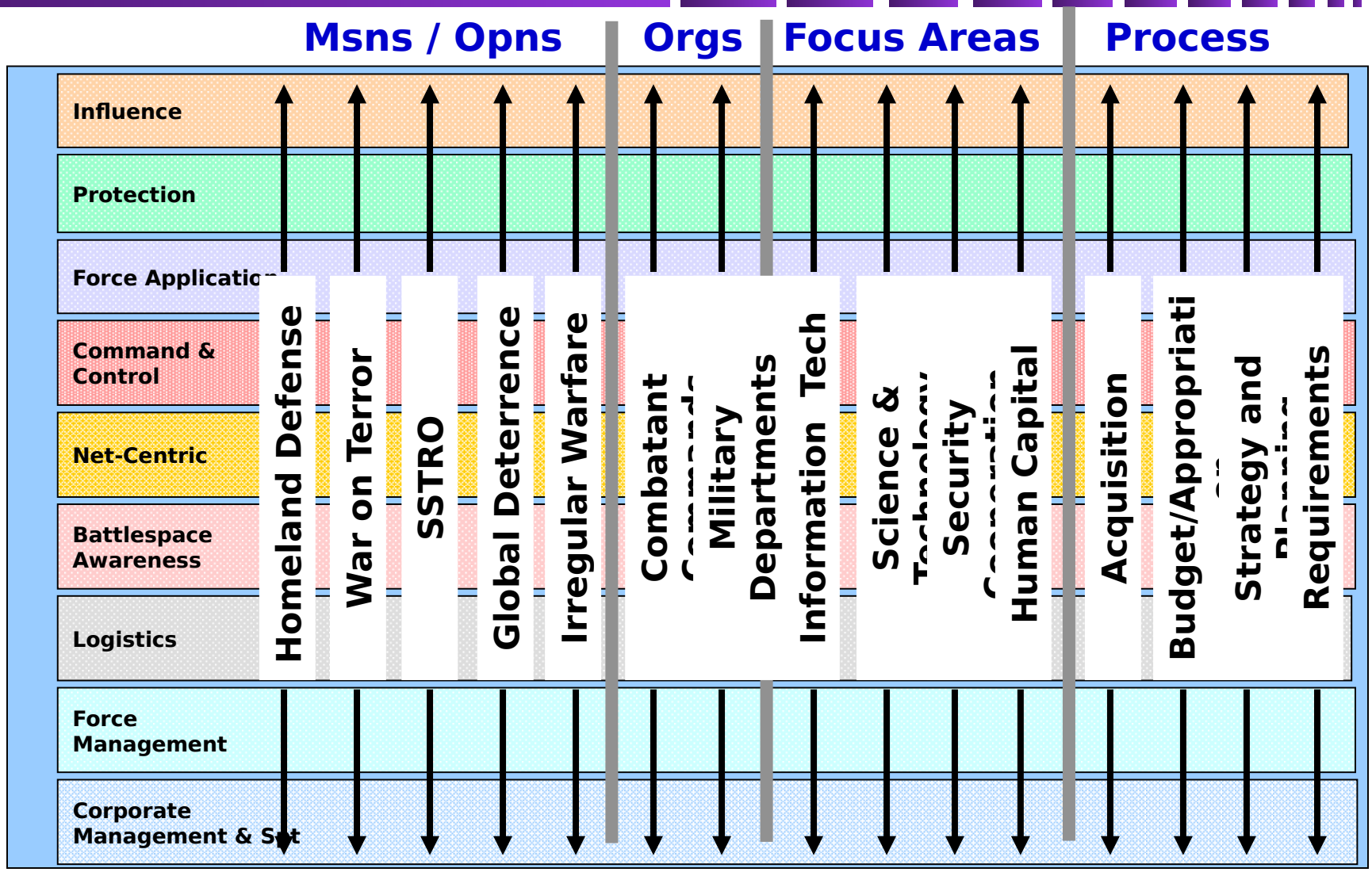
Domains



Draft
Domains
Functional
Joint
Capabilities


Strategy
Regional Stability
Objectives
Defeat Insurgent Organization
Effects
Adversary Combat Capability Neutralized
Capabilities
Fires in Close Proximity to Friendly Forces
Tasks
(Joint / Svc)
5"/62 Gun/ ERGM
Excaliber
DDG-51
155mm SP Bn
GMLRS Unitary
155mm SP Bn
120 mm Mtr Plt
OP 3.1.8 Coord Immed Targets for two or more Components
NTA 3.2.8 Conduct Fire Spt
ART 3.3.1.1 Conduct Surface-to-surface Atk
MCTL 3.2 Conduct Indirect Fires
MCTL 3.4.1.4 Coord Naval Surface Fire Spt
OP 3.2.1 Provide Close Air Spt Integration
AFT 4.2.1.2 Conduct Close Air Spt
NTA 3.2.8 Conduct Fire Spt
ART 3.3.1.2.2 Employ Close Air Spt
MCTL 3.2.2 Employ Close Air Spt
A-10 Sqdn
F-16 Sqdn
B-52 Sqdn
F/A-18 Sqdn
AV-8B
F/A-22 Sqdn
F-35 Sqdn
F-35 Sqdn
Programs
Units / Platforms
Units / Platforms
Programs

Vision

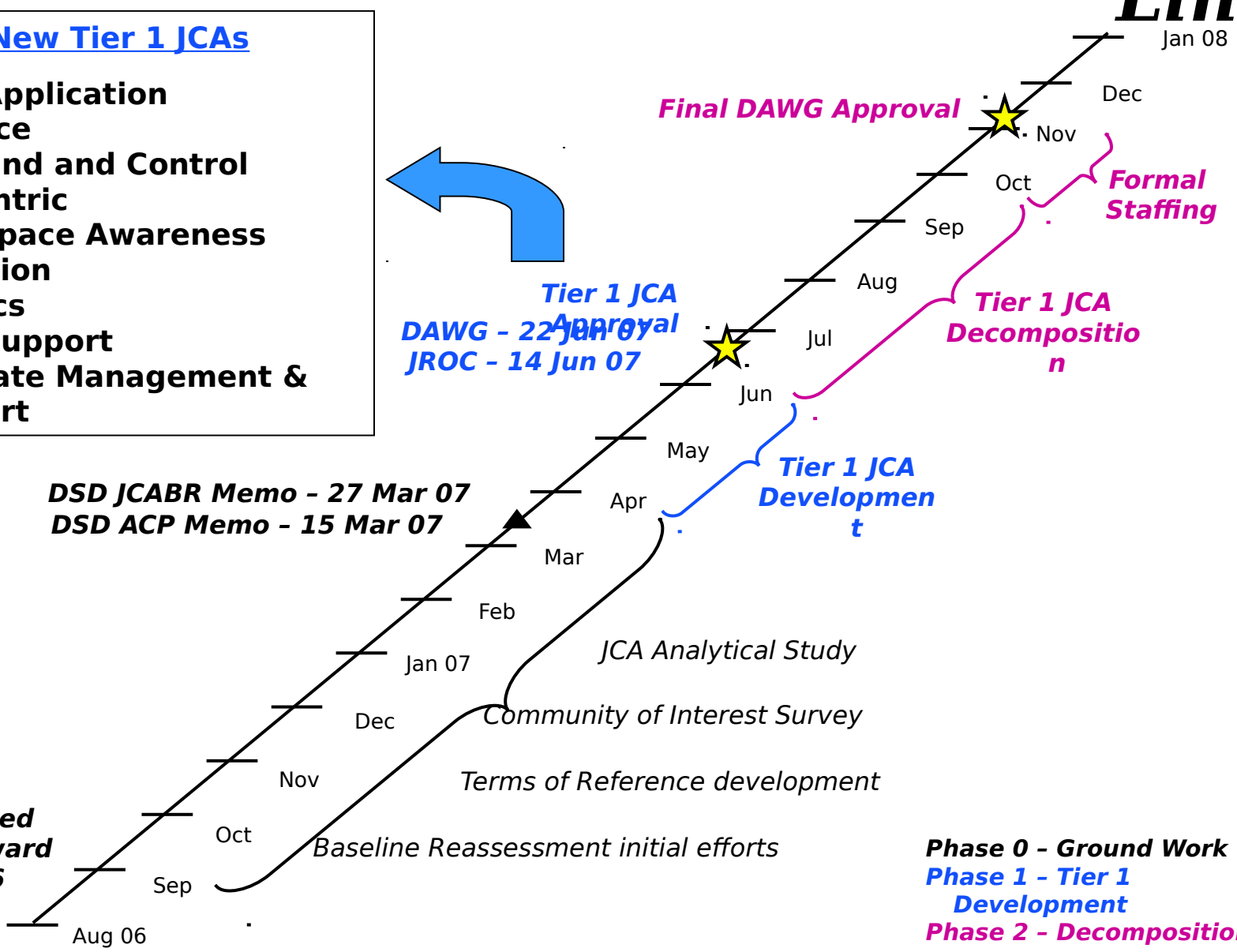


Functionally aligned JCAs simplify the framework & increases utility across DOD by facilitating cross-referenced views by operations, components, processes, and activities

JCA Baseline Reassessment Time Line

New Tier 1 JCAs

- **Force Application**
- **Influence**
- **Command and Control**
- **Net-Centric**
- **Battlespace Awareness**
- **Protection**
- **Logistics**
- **Force Support**
- **Corporate Management & Support**



Phase 0 – Ground Work
Phase 1 – Tier 1 Development
Phase 2 – Decomposition

JCABR Phase 2 Schedule

Facilitates

Functional community staffing

Early seam identification

Senior leader involvement

DJS mandated suspense

Monday		Tuesday		Wednesday		Thursday		Friday	
9-Jul		10-Jul		11-Jul	Log	12-Jul	Log	13-Jul	Log
16-Jul		17-Jul	Inf / Prot	18-Jul	Inf / Prot	19-Jul	FA	20-Jul	FA
23-Jul		24-Jul	CMS (M1)	25-Jul	CMS (M1)	26-Jul	FS (M1)	27-Jul	FS (TBD)
30-Jul		31-Jul	C2/NC (M2/J7)	1-Aug	C2/NC (M2/J7)	2-Aug	BA (M2)	3-Aug	BA (M2)
6-Aug		7-Aug	Strawman (M2)	8-Aug	Issue (M2)	9-Aug	Resolution (M2)	10-Aug	Meetings (B1)
13-Aug	DJS IPR (JS Cnf Rm)	14-Aug		15-Aug		16-Aug		17-Aug	
20-Aug		21-Aug	Seams: Inf/FA/Prot (M3)	22-Aug	FA (B3)	23-Aug	FA (M5)	24-Aug	FA (M4)
27-Aug	INF (M2)	28-Aug	INF (M3)	29-Aug	Prot (M4)	30-Aug	Prot (M2)	31-Aug	GOFO Outbrief (JS Conf Rm)
3-Sep		4-Sep	Seams: Log/FS/CMS (M2)	5-Sep	FS (M4)	6-Sep	FS (M2)	7-Sep	FS (M2)
10-Sep	Log (M2)	11-Sep	Log (M5)	12-Sep	CMS (TBD)	13-Sep	CMS (M1)	14-Sep	GOFO Outbrief (M2)
17-Sep		18-Sep	Seams: BA/C2/NC (M2)	19-Sep	C2 (TBD)	20-Sep	C2 (M1)	21-Sep	C2 (M1)
24-Sep	NC (M2)	25-Sep	NC (B8)	26-Sep	BA (B8)	27-Sep	BA (M3)	28-Sep	GOFO Outbrief (JS Conf Rm)
1-Oct		2-Oct	DJS IPR 13-1400 (JS Cnf Rm)	3-Oct	GOFO Staffing	4-Oct		5-Oct	
8-Oct		9-Oct		10-Oct		11-Oct		12-Oct	
15-Oct		16-Oct		17-Oct		18-Oct		19-Oct	
22-Oct	Resolve Issues	23-Oct	Resolve Issues	24-Oct	Resolve Issues	25-Oct	Resolve Issues	26-Oct	Resolve Issues
29-Oct	Resolve Issues	30-Oct	DJS Aprvl 13-1400 (JS Cnf Rm)	31-Oct		1-Nov	JROC	2-Nov	
5-Nov		6-Nov		7-Nov	3-Star Prgrmrs	8-Nov		9-Nov	DAWG

FLAG OFFICER UPDATES DURING BI-WEEKLY GOFO OUTBRIEFS AND IPRs

As of 15 Aug 07

STRAWMAN DEVELOPMENT
INTEGRATION AND FACILITATION
DECOMPOSITION WORKSHOPS
STAFFING
BRIEFINGS

JS J-7 JETCD JCA Web-pages

Address http://www.dtic.mil/futurejointwarfare/cap_areas.htm **SIPRNET: https://jdeis.js.smil.mil/jdeis/futurejointwarfare/cap_areas.ht**

FUTURE JOINT WARFARE

"America's Military Preparing for Tomorrow"

References | Conferences | JETCD POC List | Related Links

- Home
- **Concepts**
  - CJCSI 3010.02B
  - CCJO
  - JOCs
  - JFCs
  - JICs
  - Concepts Status
  - Concept Exsums
  - Lessons Learned
- **Experimentation**
  - CPLAN
  - CJCS Guidance
  - CBA User's Guide
- **DPS Initiatives**
- **Joint Capability Areas**
  - Lexicon
  - Taxonomy
  - SecDef Memo-06 May 05
  - JCA 101 Brief
  - JCA OPR Phone Numbers

Joint Capability Areas

JCA Baseline Reassessment

Note: 24 Aug 06 JCA Taxonomy and Lexicon will remain in effect until the JCA Baseline Reassessment results are approved (estimated to be Oct 07)

- DepSecDef JCA Baseline Reassessment Memo – 27 Mar 07
- DepSecDef IR&G Actions to Critical Path (ACP) Memo – 15 Mar 07
- JCA Baseline Reassessment Terms of Reference (TOR) - 09 April 07
- JCA Survey Results - Annotated
- JCA Study Brief, NSWCDD

UJTL to JCA Mapping

Note: The UJTL to JCA Mapping was conducted by the Joint Staff J-7 and vetted with the FCBs as the initial step in integrating JCAs into the future UJTL as directed by the SecDef. This mapping will be re-evaluated following the baseline reassessment and formally staffed with all stakeholders.

- UJTL to JCA Mapping Excel spreadsheet
- UJTL to JCA Mapping Statistics

Backup Slides

JCABR Phase 2 Leads

Services		
	Primary	Alternate
USAF	**Mr Tom Brown**	**Mr Steve Hess**
USA	**Mr Kenneth Hawes**	**Mr Gary Williams**
USN	**CDR Bryan Clark**	
USMC	**Mr James Oggershok**	**Mr Jeff Grelson**

Top Level Joint Capability Area	Joint Staff		OSD	
	Primary	Alternate	Primary	Alternate
Force Application	**LTC Paul Reese (J8)**	**Mr Bill Aldridge (J8)**	**CAPT Pete Murphy**	
Influence	**LTC Margaret Egan (SCIG)**	**CDR Marty Fields (SCIG)**	**CAPT Gary Edwards**	**Mr Shawn Steene**
Command & Control	**Lt Col Rob Kaufman (J6)**	**LTC Ken Polk (J3)**	**Mr Charles Houston**	**Col Jack Jones (OUSD(I)**
Net-Centric	**CDR Larry Davis (J6)**	**Maj Matthew Lupone (J6)**	**Mr Danny Price**	
Battlespace Awareness	**Lt Col Kevin Glenn (J2)**	**Mr John Neri (J2)**	**Col Mike Gossett**	
Logistics	**LTC Shane DeBusk (J4)**	**Lt Col Phil Greco (J4)**	**Mr Donald Davidson**	
Protection	**CDR David Hughes (J8)**	**Mr Ozzie Enriquez J8)**	**Col Harold Springs**	**Ms Judith Dahmann**
Force Support	**LTC Rob Fancher (J8)**	**Lt Col Dave Diehl (J7)**	**Ms Lora Muchmore / Col Bob Deforge**	**Mr Robert Coffman**
Corporate Support & Management	**DOM**		**Mr Chris Appleby**	**Mr John Bott**

ROE

- **General:**
  - **Maintain JROC approved / DAWG endorsed Tier 1 JCA scope and definition**
  - **JCAs must be functional as opposed to operational, domain, etc.**
  - **Top 102 (of 240) tier 2 mapping is not the starting point, but merely a “checklist” of sorts to ensure all current JCAs are captured**
  - **Cover 100% of DoD capabilities**
  - **Decompose JCAs to the lowest tier possible**
  - **JCAs must facilitate mutual exclusivity to the extent possible**
  - **As necessary, develop business rules to resolve seam**

FUNCTIONAL, COMPREHENSIVE, MUTUALLY EXCLUSIVE

ROE

- **Decomposition:**
  - **Must identify all major activities of each parent JCA (comprehensive)**
  - **JCAs must logically "nest" to one parent JCA (exclusive)**
  - **JCAs must be solution and scenario neutral**
  - **JCAs must be at a high enough level such that it does not describe the ways or means to achieve an outcome**
  - **JCAs must not be effects, objectives, operations, missions, processes or programs**
  - **JCAs must not infer priority, importance, ownership, or organization**

- **Definitions:**
  - **Leverage existing, doctrinal and DoD enterprise terms and definitions, identifying/explaining any deviations**
  - **Must be specific**
  - **Must be stated in the form, "The ability to…"**
  - **Must be stated in functional language and not refer to effects, objectives, operations, missions, processes or programs**
  - **Must not refer to the title of the JCA being defined**